

**Unapproved Minutes
Wednesday, October 15th, 2014 – 2:30 P.M.
Special Meeting of the Hartford Parking Authority Board
155 Morgan Street, Hartford, CT 06103**

To be Approved at the November 20th, 2014 Regular Board Meeting

Commissioners Present¹:

Paddi LeShane, Chair
Rex Fowler, Treasurer
Bill Breetz, Commissioner

Also Present for HPA:

Eric M. Boone, CEO/Executive Director
Carey E. Redd, Associate Director

¹ Mat Jasinski, Commissioner entered the meeting at 3:16P.M.

1. **Call to Order** – Ms. LeShane called the October 15th, 2014 Special Board Meeting of the Hartford Parking Authority (“Authority” or “HPA”) to order at 2:45 P.M.
2. **Roll Call of Commissioners** – Mr. Redd conducted roll call and announced there was a quorum.
3. **Chair’s Comments** – Mr. Breetz asked if he could ask for an item to be added to the agenda and discussed. In response to Mr. Breetz’s inquiry, Ms. LeShane stated that the “rules” of a special meeting do not allow for items to be added after the agenda is published and posted. She did believe that a discussion on staffing needs related to the sale of Church Street garage could fall under the Executive Session under Personnel Matters which Mr. Lerman had requested be placed on the original Special meeting Agenda.

Ms. LeShane stated that the goal of the meeting was to review where HPA was related to its 2011-2016 strategic plan, check the status on objectives not completed to either revise, retool or dispose them, discuss immediate changes within the City of Hartford (City) that effect the strategic plan; i.e., Downtown North Development Project (DoNo), perform an initial review of future objectives to establish a five year plan, and go into Executive Session to discuss the changing nature of the HPA based on the recent Mayor and Council actions.

REPORTS AND ACTION ITEMS

1. **Significant Events and Impacts Since Strategic Plan Adoption-** Mr. Boone stated that some of the key significant events that have impacted HPA strategic plan since its adoption include:
 - Sale of the Morgan Street Garage
 - Pending sale of the Church Street Garage
 - Acquisition and sale/ lease of City Surface Lots and their respective parking populations
 - Repair and Replacement Account funding transfer to the City
 - Pay Stations’ maintenance and service expense for resulting from the extended warranty expiring
 - Republic contracting a debt collection agency, CCS, to track and collect unpaid parking citations
 - Implementation of the Boot Program

- HPA's search and employment of a new CEO/Executive Director

Ms. LeShane stated that the City's decision to approve the DoNo could be covered under item # 5 - Strategic Planning Years 1-2 of Mr. Boone's presentation in response to Mr. Fowler's comments and the initial portion of Mr. Boone's presentation would be a quick over review of the 2011-2016 Strategic.

- 2. Review of Uncompleted Strategic Goals** - Mr. Boone stated that he removed the completed strategies and objectives from the 2011-2016 Strategic Plan (Rev. 4), the updated report represents those items that should remain. He added the strategies would be presented as classified on the report in response to Ms. LeShane's comments.

Strategy 1: Right Location, Right Time, Right Price – Mr. Boone stated that the HPA was on track to expand its footprint and positively impact the City neighborhoods by calendar year 2014. He added the HPA should continue to evaluate opportunities for metered and off-street parking in neighborhood commercial districts based on parking demand, interest and economic development opportunities. In response to Mr. Fowler's inquiry, Mr. Boone stated that the residential permit parking was not a part of this effort. Ms. LeShane in concurrence with Mr. Fowler stated that residential permitted parking was included which Mr. Boone acknowledged.

Mr. Boone stated that he acquired a City owned property map and along with the staff was on track to identify off street parking opportunities in neighborhood commercial districts that could be transferred to the HPA by the City if the HPA Commissioners approved this initiative.

Ms. LeShane stated that after the Commissioners approved specific strategies Mr. Boone would prepare the matrixes including deliverables and measurable objectives in order to complete the goals and objectives over the next three to five years. She added that HPA would collaborate with local NRZ as it evaluated each neighborhood to determine the need for off street parking in short, mid and long term.

Mr. Boone recommend that A and B of Strategy be kept and Albany Avenue, Franklin Avenue and Park Street were opportunities to expand the on- and off-street footprint. He added with concurrence from the commissioners that a survey/utilization study which would include feedback from the neighborhood's merchants and small businesses would be conducted to analyze the turnover parking spaces in response to Mr. Fowler and Mr. Breetz's inquiries.

Mr. Fowler asked if the study would include revenues which Mr. Boone affirmed. Mr. Boone stated that a confidence factor would need to be applied for the best estimate possible. He added that there was no historical data to rely on to establish the confidence factor unlike the downtown Pay Stations (kiosk) which the HPA knows it can be spread out to service more parking spaces thus enabling the HPA to increase its footprint with minimal investment for redeployment and generate more revenue utilizing the current cost basis to operate the kiosks.

Strategy 2: Financial Sustainability – Mr. Boone stated that the Authority should review its current direction of its marketing efforts to develop creative promotions to attract more events and traffic. He stated that as a result of the sale of the Church Street Garage (CSG), the parking system only has the MAT Garage (MAT), which is oversold, to focus this effort on and the return on investment would be limited. Ms. LeShane added future promotions would be for free parking on-street nights and weekends to drive people into the City and it's important to let the public know on-street parking is free on-nights and weekends. She added that the HPA finally got this information posted on the {multi-space} meters and some meters will not accept payments on nights and weekends. Ms. LeShane stated

that the HPA should not think of the strategy as revenue generated part of its mission but in support of economic development.

Mr. Breetz stated that given that fact that the HPA only owns one garage is marketing worth doing and is there a savings that the HPA could realize by not doing any marketing.

Ms. LeShane stated that the HPA should think of marketing more as function of telling our story , enhancing our relationships with key stakeholders as well as contributing to the economic success of the city. She added that while this subject can be discuss in more detail under Personnel the salary expense allocated to the marketing staff position has not been replaced, the consultant can provide those services as needed and the marketing budget was cut last year. Ms. LeShane stated that the HPA may want to perform a marketing study for on-street parking that may engage a consultant.

In response to Mr. Breetz's inquiry about this year's budget for marketing, Ms. LeShane responded \$50k down from last year's budget of \$75k. Mr. Boone added the budget cover such things as promoting developing a parking map for the NU Marathon. Ms. LeShane continued stating the HPA should continue to support events in the City. She added if the CSG contract is signed, the HPA will need the marketing budget to make revenue by promoting the parking facility. She noted as agreed by Mr. Boone the CSG contract is an unknown however the resources are in the HPA's budget to support a marketing effort if the CSG contract is realized.

Ms. LeShane stated that the City's promotions / cultural affairs personnel recently talked about the HPA promoting free on-street parking for their monthly events, Envisionfest, Winterfest or any program created for spring 2015. She stated in a separate conversation Ms. Newman-Scott asked what was the HPA doing in marketing to which Ms. LeShane's response was the garages were full, the restaurant and other promotions were completed successfully, the restaurants replicated and expanded the HPA's promotion on their own. Currently HPA does not have any new marketing initiatives in the pipeline.

Ms. LeShane stated that the future marketing efforts was more functional and the HPA could leverage its position by promoting free on-street parking on nights and week over the next two years to support economic development not increasing revenue.

Mr. Breetz stated that the City look to the HPA to achieve its budgetary objectives and one way to do so would be to eliminate the marketing expense instead of such strategies as staff furlough days.

Ms. LeShane stated that at the appropriate time the Board would discuss the budget and marketing. She added today's discussion was should the HPA put its resources in marketing to promotions free on-street parking on nights and weekends to attract/drive the public to events in the City which is consistent with the Authority's mission statement to support economic and community development. She added the marketing promotions would allow the City to compete favorably against other municipalities. Mr. Boone added a marketing budget should be maintained at some level to promote on-street parking but not at the level when the HPA operated CSG, MAT and Morgan Street Garage.

Mr. Breetz stated that at a time when the HPA has not received increased revenue on most of the promotions it was not appropriate to expend funds so another organization would receive revenue. He added if downsizing is to be considered to achieve budgetary objectives, he would propose stopping a promotion and or elimination of the marketing budget to which Ms. LeShane stated that that decision could be made during the budgetary process as to an allocation of funds but that marketing function is more about promoting safe, convenient parking as a partner with the city to attract visitor to the city. Mr. Boone stated that marketing strategies should be kept in the plan and at a later date it could be funded or not during budgeting approvals.

Mr. Fowler with concurrence from Mr. Breetz stated that the strategy was under Financial Sustainability as such it should be moved to the applicable section of the Strategic Plan. Ms. LeShane agreed and suggested marketing be move to Strategy 4: Consumer first / Customer friendly which Mr. Boone acknowledged. Mr. Fowler as agreed by Commissioners and staff continued stating that the Authority should look for opportunities to increase its assets whether those assets are on-street parking inventory or garages and surface lots that will be coming on-line in the next few years.

Mr. Boone as agreed by the Commissioner stated that the Authority should continue to examine alternatives to aggressively collect unpaid parking citations is a strategy that should be continued. In response to Mr. Breetz's inquiry, Mr. Boone stated that the strategy is in alignment with the Boards' instructions to HPA staff to determine what unpaid citations should be wrote off, pursued or sold to a qualified firm that would perform their collections without harm the City or HPA's reputation. Ms. LeShane stated that the strategy was inserted to focus on the City Council and Internal Audit's request to address the unpaid parking citation backlog. She added agreed by the Commissioners that the term "to" should be changed to "for" which Mr. Boone acknowledged.

In response to Mr. Fowler's inquiry, Mr. Boone stated that the strategies being reviewed were only the items that had not been completed on the 2011-2016 Strategic Plan. Mr. Boone with Ms. LeShane's concurrence stated that the remaining strategies incorporated in updated Strategic Plan that would be presented later in the meeting.

Strategy 3: Frame the Debate – Mr. Boone stated that the Authority should continue to evaluate on-street parking demand and consider variable pricing and enforcement hours and consider retooling so it's more effective. He added the consultant, Nelson\Nygaard, has virtually completed the parking study contracted by the City and will publish their findings shortly. Mr. Boone stated that some of the recommendations from the parking study will be incorporated in on-street operations going forward. In response to Ms. LeShane's inquiry, Mr. Boone stated that the parking study is still relevant because Nelson\Nygaard's findings were incorporated in the DoNo Project as the project was being developed.

Mr. Boone stated that the Authority should continue its efforts to integrate with mass transit and transportation initiatives with a special emphasis on the Union Station area, and alternative modes. He added that he retooled the strategy which has been incorporated in his draft 2015-2020 Strategic Plan. Ms. LeShane stated that the strategy was put in the Strategic Plan in 2011 as part of the Triangle Project shepherd by the City's prior Development Service Executive Director. She added the Triangle Project did not materialize and Mr. Boone has updated the strategy to be consistent with active projects.

Mr. Boone with concurrence from the Commissioners stated that the Authority should continue to assume greater a regulatory role to positively influence the conditions of commercial surface lots as the HPA enters into the commercial surface lot business which will be retooled to address current market conditions.

Strategy 4: Consumer First / Customer Friendly – Mr. Boone stated that the coordination effort with the City's Department of Public Works (DPW) and Hartford Police Department (HPD) to re-open streets for parking that have meters following construction and event related closures to minimize revenue loss has taken a downturn since the strategy was established. He added that DPW does not know or have a schedule of streets to be taken off line and brought back on-line for construction too often as of late, the HPA receives such information the same day the street is to be closed.

Mr. Boone stated that Strategy 5 was completed in response to Mr. Fowler's inquiry.

Strategy 6: Plan Ahead and Be Prepared – Mr. Boone stated that the Emergency Operation Plan was adopted by the Board to achieve that portion of the strategy to establish plan/protocols to deal with emergencies or unexpected facility closures, He added the loss of revenue portion of the strategy was not thus it will be incorporated in the 2015-2020 Strategic Plan.

Mr. Boone concluded Strategy 6 stating:

- The annual Fire Drill of the HPA approved crisis communication protocol/plan was not conducted and staff was still working on the Crisis Action Plan.
- Continually assessing training opportunities for all staff to increase performance and evaluate staff functions in support of Strategic Plan strategies and objectives are ongoing.

Ms. LeShane stated that the remaining 2011-2016 strategies were completion then recapped highlights of Mr. Boone's presentation for Mr. Jasinski.

3. 2015-2020 Strategic Plan – Mr. Boone stated that he developed the 2015-2020 Strategic Plan draft with two basic fundamentals:

- Where is the HPA today in comparison to its Mission Statement; and,
- Where does the HPA want to be in the future

Mr. Boone stated that his goal/objective for the 2015-2020 Strategic Plan draft was to define current on- and off-street parking and to create a vision for future in five years' time. He stated the best approach to develop the 2015-2020 Strategic Plan draft was to capture/summarize the overarching parking landscape; i.e., parking operators, locations, branding, communications, etc. He added as consumers enter the City they see a variety of branded parking operators' location but not that of the HPA.

In response to the Commissioners' inquiries, Mr. Boone stated that the Parking Ambassadors have HPA logo but it is secondary that of our vendor, Republic, and the HPA's logo is not prominent in its garages. He added with the recent acquisition of the surface lots, the HPA logo is readily apparent as it should be on all of the Authority's assets which is a goal of the strategic plan going forward.

He continued stating that the HPA does not have the market penetration to have a dramatic influence on pricing of parking which is further diminished with the sale of the CSG therefore the consumer cannot easily identify the Authority and or either of its on-street or off-street parking operations.

Mr. Boone stated that one major deficiency the Authority has is direct communications with the customer. He added for example the kiosks display receipt have Parkeon's logo are the HPA's. He stated that a way to remedy that is to have a way finding app that is pushed to mobile devices and the app will drive consumers to a block or blockface where on-street parking is available and leverage the app technology to identify HPA's off street parking.

Mr. Boone stated that the HPA has all of the on-street spaces citywide which is the least expensive of the parking options, the existing kiosks inventory can serve a greater number of parking spaces per unit than currently allowing the Authority to expand its on-street footprint including but not limited to commercial neighborhood districts at minimal expense, the app will provide the HPA greater exposure to consumers and parking operators will be motivated to have their off-street sites on the HPA's app. He stated when consumers search for on-street parking the HPA and off-street operators' sites will be identified. He stated that only operators that adhere to the HPA's criteria including marketing affordable parking rates would participate in response to the Commissioners' comments and inquiries.

In response to Mr. Jasinski inquiry, Mr. Boone stated that the HPA could identify private parking operators on its signage to support this strategy. Ms. LeShane added that the private operators are permitted by the City to place signage on public rights of way. After a robust discussion by the Commissioners, Mr. Boone stated the City's Development Services is working to modify the ordinance.

Mr. Boone stated that one result of the Nelson\Nygaard's study is only 52% of on-street parking is occupied during peak demand therefore the Authority could drive consumers to available spaces in the Central Business District (CBD). After a lively discussion, Mr. Boone stated that he would circulate the Nelson\Nygaard's study. In response Mr. Fowler's inquiry, Mr. Boone stated the SF park Pilot Project in San Francisco, California did not provide research on the percentage of driver's using an app to locate on- and off-street parking in but he would research the question further.

Mr. Boone stated no additional expense is needed to develop the HPA's app when and if the on-street parking inventory is updated because Parkeon, HPA's current vendor, as well as other vendors in the parking industry offer mobile apps in the product lines and the staff will conduct a utilization analysis based on the mobile app strategy to drive consumers to a block or blockface with available on-street parking, adjustments to the current length of stay and applicable demand parking rate schedule will be prepared for the Commissioners in response to their comments and inquiries.

Mr. Fowler as agreed with Ms. LeShane stated that the app will need to be marketed and coordinated with the City's Department of Public Works (DPW) to ensure the on-street parking the consumer identifies is available because DPW may need to close streets and Mr. Jasinski stated that an approach is to market those streets the HPA knows are under-utilized since we can acquire that data from the kiosks today and identify closed street as agreed by Commissioners which Mr. Boone acknowledged.

Mr. Boone stated that Thomas Deller, Executive Director, Development Services agreed they will utilize the Nelson\Nygaard parking study to present recommendations to City Council to modify existing ordinances in support the HPA's mobile app strategy and discussions on the modifications would originate with the HPA in response to Ms. LeShane's inquiry.

Mr. Boone stated according to AAA's Guide to Hartford the current perception of City parking was off-street parking is very limited, affordable off-street parking is hard to find, on-street signage is confusing and off-street parking locations are unsafe and uninviting. Ms. LeShane stated that the HPA should ensure its brand is not identified with AAA's perception of the City's parking which Mr. Boone acknowledged.

Mr. Boone added the AAA Guide stated parking downtown is readily available in the numerous garages and lots, rates range from \$16.50 per day in city-operated lots to as much as \$5 per hour in privately owned garages with a maximum of \$24 per day and on-street parking is very difficult to find. Ms. LeShane stated that specific on the parking operators rate structure should be included which Mr. Boone acknowledged.

Mr. Boone stated that the factual reasons for basis of perception on-street/off-street pricing is out of balance, off-street pricing is more expensive for visitors compared to local towns surrounding Hartford, there is no parking wayfinding in conjunction with irregular one-way traffic directions, parking garages and lots for the most part are in poor to fair physical condition and on-street regulation signage is too complex and ambiguous in many locations. In response to Ms. LeShane's inquiry, Mr. Boone stated that the factual reasons for basis of perception came from the Nelson\Nygaard study.

Mr. Boone stated the solution strategies to address the perceptions are leverage current assets to positively impact pricing; increase HPA influence on-street expansion and off-street partnership,

acquisition and regulation, develop and maintain improved parking communications, set the standard for clean, well lit, well maintained parking facilities and use influence to promote standards compliance. In response to Mr. Breetz's comments as agreed with Ms. LeShane, Mr. Boone stated that valet parking operations added to the HPA's solution strategies. He stated the solution strategies did not have statistical data to support them however they are intuitive and supported by discussions with various resources and observations of City parking operations in response to Ms. LeShane's inquiry.

Mr. Boone stated the HPA's goal for future perceptions are off-street parking is safe, affordable, easy to find, and walking to from off-street locations is safe and inviting and on-street parking is available where needed and is intuitive.

Mr. Boone stated if the HPA expand its footprint, optimize on-street parking regulations and develop/enhance parking information communications with an app that would increase the HPA's sphere of influence in the City. He stated that the objective is to saturate, moderate and communicate the market. He stated that the HPA could increase its sphere of influence by expansion its on-street footprint or management of off-street asset operations in response to Ms. LeShane's comments. He noted that the by expanding the HPA's sphere of influence it would provide consistent visitor messaging, higher property standards and lower off-street pricing. In response to Mr. Breetz's inquirer, Mr. Boone stated that the off-street parking rate should be lower than on-street.

Ms. LeShane stated that it would be impossible to achieve that goal with the HPA's limited market share. Mr. Boone stated the messaging strategies would drive consumers to on-street parking which the HPA controls. He the communications mechanism would be deployed on mobile devices and Pay Stations and parking operators that wanted to be on the app will be required to meet criteria including affordable off-street parking rates.

Mr. Jasinski stated his doubt that the incentive for parking operators to be on the HPA'S app was not enough to leverage them to comply with the app criteria. Ms. LeShane stated that the parking operators will increase their marketing effort to offset any shortcoming by not being on the app or over advertise to avoid lowering their parking rates. Mr. Redd stated that parking attendant with appropriate approval have the ability to lower their posted rates real-time when their location is under-utilized. After a robust discussion by the Commissioners, Mr. Jasinski request the HPA staff research and report on the total aggregate parking supply and utilization rate in the Central Business District which Mr. Boone acknowledged.

Mr. Boone stated that saturate meant to control the message, increase HPA branding and utilize the enforcement staff to market the HPA and moderate meant to regulate the HPA's operations so the market place perceive the HPA as a leader and innovative in response to Ms. LeShane's inquiry. With the concurrence of Ms. LeShane, he added the terms would be modify the terms to be more aligned with the strategies.

Mr. Fowler asked who responsibility was it to regulate compliance with the parking ordinance and was this something the HPA was considering. Ms. LeShane stated that the City's License and Inspection (L&I) was responsible for compliance regulation. Mr. Boone added L&I does not have the staff to perform this service and on-going discussions on these subjects are taking place with the appropriate department heads which will be reported.

Mr. Boone stated that the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis conveys the HPA's primary strength as compared to market competition are on-street assets, civic focus, and regulatory access, low debt service, communication platform access and community relationships. He stated the HPA's weaknesses are the City financial limitation, governmental restrictions/requirements, manpower, limited market penetration and political considerations. He stated that the opportunities he incorporated in the strategic plan were on-street expansion, on-street technology improvements, partnership opportunities, on-street operational optimization, and expansion of communication, channels and methods. He stated the threats loss of additional assets, political conditions and market ineffectiveness. Ms. LeShane with the concurrence of the Commissioners stated that the term political should be replaced which Mr. Boone acknowledged.

4. External Strategies for the 2015-2020 Strategic Plan - Mr. Boone stated that he develop the strategies with external/internal prospective including the action, metric, timeframe, status and calendar year.

1. Mr. Boone stated the External Strategy # 1 is comprised of the following:
 - A. Expand the HPA on-street metered footprint in the downtown and neighborhoods by 750 spaces which has started and a total of 1,500 spaces by 2020 as agreed with Ms. LeShane.
 - B. Evaluate off-street parking in neighborhood commercial districts to establish 2 neighborhood district lots which is on track and 2 additional neighborhood district lots by 2018.
 - C. Evaluate and implement where appropriate 1 to 2 permitted parking zones in targeted areas annually at Neighborhood Revitalization Zones' leadership and residents' request.
 - D. Expand HPA's role and partner with third party public and private entities to establish management partnerships which has started and integrate parking with mass transit (i.e., rail, bike, and ZipCar) long term.
 - E. Investigate the opportunity to provide district valet for merchants and retail to establish 1 or 2 district valet parking programs by 2016 in the CBD. In response to Mr. Jasinski's comment, Mr. Boone stated that with no district valet program, the HPA is position to attract new patrons by offering valet service, promote its brand and increase revenue. He added that various retailers and restaurants approach the HPA about offering district valet service and the staff will continue its research to determine the viability of the strategy.
2. Mr. Boone stated the External Strategy # 2 for On-Street Parking, is comprised of the following:
 - A. Restructure current on-street rate structure and time restriction to increase occupancy to leverage the on-street versus off-street parking rates by establishing a longer length of stay for under-utilized parking spaces and customize rate structure to incentivize use of under-utilized spaces as a competitive advantage in the next year or two.
 - B. Restructure on-street enforcement operations to increase compliance by acquisition and implementation of effective technology and tools to act as a force multiplier and establish an operational plan to address overlooked aspects (loading zones, commercial permitting, delivery, placard abuse and vendors) by 2016. He added the interns' surveyed on-street parking during the summer and found 20% were unpaid or uncited including but not limited to handicapped motorist.
In response to Mr. Folwer's comments, Mr. Boone stated there is no requirement to allow handicapped motorist to park for free per Nelson/Nygaard's research and per the State of Connecticut statutes, municipalities can charge the maximum base on the regulation to handicapped motor for on-street parking and after such time the handicapped motor vehicle can remain in the parking spaces for the remainder of their parking stay which maybe something the HPA can institute. Mr. Boone stated that the HPA can either allow random handicapped parking across the Central business or designate 10% of the total inventory to vehicles with handicapped placards. After a robust discussion, Mr. Boone with the majority of Commissioners concurrence stated that he would present a list of options including handicapped parking for the Board's review.
 - C. Align scofflaw standards to other Connecticut municipalities to pursue motorists to collect unpaid parking citations, achieve and maintain an on-going receivable backlog no greater than an agreed value/timeframe that will be determine after the write off has been approved by the appropriate parties and continue to develop full understanding and utilize collection tools to prevent citations from becoming aged.
In response to Mr. Breetz's inquiry, Mr. Boone stated the current scofflaw standard is 3 unpaid parking citations while the City's threshold is 5 or more.
 - D. Provide an inviting on-street parking/walking experience in which the HPA will advocate streetscape improvements and maintenance short and long term. Mr. Boone added Nelson/Nygaard suggest the HPA links a portion of its revenue to streetscape improvement as other U.S cities have and some cities realized a tripling of on-street revenue after raising their

rates because motorists appreciate the added value of the improvements such as landscape, trees and overall beautification. Mr. Boone stated that revenue should be earmarked for streetscape improvements, beautification of walking areas and maintenance thereof. Mr. Boone as agreed by Mr. Fowler stated that the HPA sets the on-street rates and the City sets the fines in response to Ms. LeShane inquiry. Ms. LeShane stated that she did not support raising rate to perform the Public Works' services while the HPA struggles to achieve its budgetary objectives. After a robust discussion, the Commissioners agreed the HPA would be an advocate for streetscape improvements and beautification of walkable areas.

Mr. Breetz stated that it's feasible to lease/rent parking spaces to restaurants which is the case in San Francisco to extend outdoor eating areas which was supported by the Commissioners.

Ms. LeShane stated that the strategy should be added to External 1A - Expand the HPA on-street metered footprint in the downtown and neighborhoods as a third strategy to investigate where would be a limited number of parking spaces can be utilized to promote economic development in core business area and neighborhood commercial districts as a pilot project which Mr. Boone acknowledged.

Mr. Boone stated the External Strategy # 2 for Off-Street Parking is:

- E. Restructure off-street parking rate and operational structures to increase transient occupancy to establish a rate structure to increase transient volume and organize off-street parking operations to provide more convenient access locations for transients was intended for the Church Street garage but the Commissioners' consensus was to remove the strategy.
 - F. Set the standard for material condition of parking facilities to improve material condition of parking facilities including but not limited to lighting, landscape, fencing, surface condition to lead the completion which has started with the 141 Sheldon Street surface lot. In response to Mr. Breetz's comments, Mr. Boone stated that the HPA should set the standard for surface lots while acknowledging Ms. LeShane comment that the goal could not be achieved for HPA's garages. Mr. Boone added current regulations are not in line with the parking industry's best practices and staff is working with the City's Development Services to update the regulations to change the standards for parking facilities in response to the Commissioners' robust discussion points. Mr. Boone stated that he would retool the strategy to accurately reflect the goal and desired outcome.
 - G. Assume a greater regulatory role and positively influence surface lot conditions was previously discussed as such the Commissioners' consensus was to remove the strategy.
3. Mr. Boone stated the External Strategy # 3, Communicate, is comprised of the following:
- A. Implement technology to utilize HPA assets to provide effective communications to consumers to develop creative promotions to attract more event visitor traffic which was a carryover from the last strategic plan and is on-track, continue the on-going effort to conduct public education campaign regarding on-street parking rules and the benefit of efficient enforcement. Mr. Boone added when the meters are upgraded they will have a communications platform to push information to the consumer. Ms. LeShane stated the strategy is continuation of the protocol to do a public information campaigns to inform the public about the HPA's initiatives. Mr. Boone noted the technology would provide the metric to achieve the strategy and frame the message for the public. Mr. Boone stated that the technology would allow the HPA to sell advertising in response to Mr. Fowler's inquiry. Mr. Boone continued stating that the HPA would coordinate meter re-openings with the City's DPW and HPD following construction and event related closures to minimize revenue loss which has been recently started and provide advertising and coupons for local business.
 - B. Implement mobile technology to provide convenience to consumers by developing an on-street parking app to help find available parking, pay for meter time via smart phone and incorporate local attractions into the HPA's parking app in the next 2 to 3 years.
 - C. Improve on-street regulatory signage to be customer friendly by developing and implementing an on-going signage improvement plan which has started and to complete the line stripe

parking spaces project including but not limited to loading zones and fire hydrants to provide visual tools for parks by 2016.

- D. Improve off-street parking way finding to establish public parking wayfinding on city streets and highway off-ramps in the City and develop an off-street parking app to assist consumers to find available parking by 2020.
- E. Continue on-going communications to promote parking education and resolve issues/tensions by expanding the use and reach of social media and website to engage public in parking discussion by 2018.
- F. Develop branding power for all of the HPA's equipment, parking facilities and personnel started with the signage installed at the HPA's commercial surface lots.

5. Internal Strategy for the 2015-2020 Strategic Plan – Mr. Boone stated that the Internal Strategy for the HPA is comprised of the following:

- A. Reduce/Maintain expenses to remain price competitive by utilizing technology improvements to lower labor, utility and equipment expenses by 2018, continue the on-going effort to restructure vendor operations to optimize their labor expense and begin a comprehensive review of existing contracts in the next 2 years to determine where overhead exist to optimize cost savings for the HPA.
- B. Evaluate staff functions in support of strategic plan and objectives by realignment of staff functions to support the HPA's changing role and provide training and professional development programs for all staff to enhance team performance which is an on-going process.
- C. Effectively document and store key HPA information by continuing the development and maintenance of an internal tracking database of on-street parking signage, meters, spaces and regulations and maintain a repository for all Board actions.

Mr. Boone conclude stating the HPA should develop and maintain a central database for all operational data collected and implement an electronic document management system by 2020.

EXECUTIVE SESSION – Ms. LeShane called for a motion and a motion was made by Mr. Breetz, seconded by Mr. Fowler, passing unanimously to enter into Executive Session.

VOTED: Enter into Executive Session at 6:05PM to discuss Personnel.
(Ayes – LeShane, Breetz, Fowler, Jasinski)

Mr. Boone attended the Executive Session.
Mr. Jasinski left the meeting at 7PM.

Ms. LeShane called for a motion and a motion was made by Mr. Breetz, seconded by Mr. Fowler, passing unanimously to adjourn the Executive Session

VOTED: Adjourn the Executive Session at 7:25PM.
(Ayes – LeShane, Breetz, Fowler)

No action was taken related to the Executive Session.

ADJOURNMENT

Ms. LeShane called for a motion and a motion was made by Mr. Fowler, seconded by Mr. Breetz, passing unanimously that the October 15th, 2014 Special Board Meeting ended at 7:26 P.M.
(Ayes – LeShane, Breetz, Fowler)

Respectfully submitted,

Carey E. Redd, II, CAPP

Carey E. Redd, II, CAPP
Secretary to the Board

DRAFT